

ARMY HOST



*Club and Community Activities
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No deposit—no return

Cost is major factor in returnable container program rejection.

WASHINGTON—The Department of Defense has decided not to require mandatory deposits on beverage containers sold at military installations.

The decision was made after a one-year test at ten military installations showed "a significant and persistent sales decline" in sales of beverages, according to a letter from DOD to the Environmental Protection Agency announcing the decision.

The test required a five-cent deposit on all carbonated soft drinks and beer cans and bottles. Decision-makers figured that implementation of the test DOD-wide would have reduced resale activity earnings by over \$11 million annually based on \$633,000 loss in earnings by DOD resale activities during the one-year test.

The negative impact on military resale activities would have caused a corresponding "reduction in funds returned to installation morale, welfare, recreation activities," the letter said.

The decision represents a "realistic balance between environmental benefits and economic impact" and the "desirable benefits of mandatory returnables can best be realized through statewide and national implementation," according to the Defense Department letter.

The Defense Department will continue to support environmental progress by aggressive command-sponsored recycling programs, encouragement of "volun-

See DEPOSIT, pg. 15

Korea National wages increase 22.4%

SEOUL, S. KOREA—The cost of employing a South Korean National nonappropriated fund employee increased 22.4 percent on July 1.

The wage increase applies to all U.S. Army Korean club employees, managers as well as skill level, according to **LTC Thomas Higdon**, Club and Community Activities Management Directorate, TAGCEN Korea Regional Office Chief.

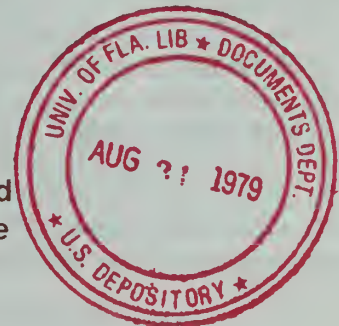
The increase will affect about 1500 Army club employees in Korea and Higdon said that there are many courses of action which Army club managers can take to compensate for the increase including reducing expenses, better labor scheduling, increasing prices, and initiating reduction-in-force actions where necessary.

This is the sixth wage increase for Korean Nationals since 1975, Higdon added.

Korea National wages are set through negotiations between American Forces and Korean unions.

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and more . . .**



Crime

MWR crimewatch

WASHINGTON—Following is a list of recent crimes against morale, welfare, and recreation activities.

- Four turntables and two tape decks worth \$1,445 were stolen from the Wharton Barracks Audio, Photo Club in Heilbronn, W. Germany.
- Three video recorders and one amplifier worth \$4,057 were stolen from the Fort Gordon, Ga. Officers' Club.
- Armed robbers stole \$604 in cash from the Fort Benning, Ga. Officers' Club.
- A manager of an officers' club in W. Germany padded paychecks of American club employees by adding additional hours worked on their paychecks and split the profits with the employees.
- Thieves stole coins from pinball machines, a pool table, cigarette machine, and a juke box from the Curundu Tavern in the Panama Canal Zone. Also, \$675 in currency was removed.
- A warehouseman at a club system in W. Germany was caught altering invoice/shipping documents to show issues of 606 cartons of cigarettes and 120 bottles of wine which were never issued . .
- \$3,500 was stolen from the Fort Leavenworth, Kan. NCO Club.
- Thieves stole shotgun shells and cash from the Fort Leonard Wood, Mo. Rod and Gun Club.
- Thieves stole \$2,868 from the Officers' Club at Ferris Barracks, Erlangen, W. Germany, after they broke through a kitchen window and broke the hasp on the safe.
- An employee in a stateside installation club manager's office paid over \$1,000 to entertainers for performances which were never given . Two entertainers were contracted by the ICM to perform on the same night on five occasions. Four performances were cancelled but the entertainers were paid.
- Thieves broke into the Sunburst Inn Club, Fort Hood, Texas, causing damage to the building and stealing a stereo amplifier, turntable, beverages, and cigarettes valued at \$638. AH



Disappearing discos

Thieves target audio equipment

WASHINGTON—Clubs are buying more expensive audio equipment for disco and other club sound systems and thieves are stealing it.

That's the word from NAF Risk Management Insurance officials who report a recent increase in the incidence of theft of "thousands of dollars" worth of turntables, mixers, speakers, microphones and amplifiers from clubs in the United States and overseas.

The insurance officials urge club and other NAF managers with sound equipment to be careful to secure these items, suggesting that managers can turn the tables on would-be thieves by asking local military police to conduct physical security surveys and recommend improvements.

If excessive losses continue, the officials caution, it may be necessary to tack on an insurance surcharge for clubs with audio equipment.

Managers should make sure that the equipment is insured. Club-owned equipment should be insured under The Adjutant General's Risk Management Program (see AR 230-16). If the club contracts with a local DJ, the club should divest itself of responsibility for theft and damage to the equipment as a part of the contract. AH

Crime prevention info

WASHINGTON—The Club and Community Activities Management Directorate, TAGCEN has prepared a management supplement on prevention of various crimes against morale, welfare and recreation activities.

Titled *NO S.I.R.*, the supplement contains valuable suggestions on how to protect your activity from: lar-

ceny, fund and asset mismanagement, improper employee supervisor conduct, fraud, improper inventory and sales accountability, inadequate fire safety measures and much more.

Additional security hints are available in CCAMD Training Brief #22 *Stop . . . Consider Security*. This information may be obtained from your CCAMD regional office. AH

Flagrant Abuse found

Some NCO Managers jeopardizing overtime pay privilege

WASHINGTON—Some NCOs assigned as club managers are abusing the policy on overtime pay and Army officials say that this could lead to an end to this extra compensation unless it is controlled.

The abuses were uncovered by Club and Community Activities Management Directorate TAGCEN and Army Audit Agency teams during routine visits to Army club systems.

Installation commanders are authorized to compensate NCOs assigned to managerial positions for work performed beyond normal duty hours. In order to receive the compensation, the manager must operate a profitable club. The overtime payments may not exceed 24 hours per week.

Army club officials emphasize the word privilege when they speak on overtime pay adding that, in many cases, there is overt abuse of the incentive system.

For example, at one installation, the Army Audit Agency found NCOs being paid overtime while they were on leave. In other cases, NCOs were paid over-

time while on temporary duty assignments outside of the club system, in the hospital, attending night classes or working in an administrative capacity.

"Such outright abuses can only ultimately lead to an end of the privilege", remarked an Army official.

"Such outright abuses can only lead to an end of the privilege."

Part of the blame for the abuse lies with overseers of the installation club systems which violate the policy. Officials say some installation club managers and branch managers are scheduling people improperly: not staggering duty hours to maximize supervisory coverage.

Army auditors and club officials urge installation club managers to check the overtime policy at their club systems and insure that duty hours are tailored to provide proper supervision and that work schedules are closely scrutinized. **AH**

Audit non-compliance

WASHINGTON—Many commands are not complying with the findings of audits of clubs but are reporting compliance, according to findings by the Army Inspector General and the Club and Community Activities Management Directorate, TAGCEN.

The situations occur when commanders, installation club managers, and branch managers fail to follow-up and ensure that their personnel are following the required procedures to bring their club into

... take your audits seriously, and remember that non-compliance will come back to haunt you ...

compliance with the findings, according to Army club officials.

The officials cited an example to illustrate the disregard of audit findings. An Army Audit Agency team discovered a shortfall of \$2,800 in food sales income at a stateside Army officers' club. The causes of the loss were poor kitchen internal controls, lack of sensitive item inventory, and improper guest check control. That was in 1976.

Shortly after the audit finding, the command reported all under control.

In 1977 a CCAMD technical training and management assistance team found only 15 of 26 audit recommendations implemented. A follow-on visit in 1978 revealed continuing noncompliance and the CCAMD team instituted control procedures to include

training of employees and detailed procedural guidance. That should have solved the problem—right? Wrong. The AAA came back on the next routine audit and found the same problems as in 1977.

"This is only one example," remarked an Army club official who noted that some managers are simply not taking the audits seriously and hoping the problem will "just go away" without aggressive follow-up action.

"The lesson—take your audits seriously, and remember that non-compliance will come back to haunt you," he said. **AH**



The new Susan B. Anthony \$1 coin, issued on July 2, 1979, by the Treasury Department should be showing its face at Army clubs and community activities.

GAO urges more civilians in MWR slots

WASHINGTON—The Department of Defense could save millions of dollars by converting morale, welfare and recreation positions currently held by military personnel to civilian jobs, according to a General Accounting Office report.

The Congressional watchdog agency conducted a study and rendered a report on July 11, 1979 at the request of the Senate Committee on Appropriations, Defense Subcommittee Chairman John C. Stennis who asked the GAO on Oct. 13, 1978 to "assess the financial impact of a reduction of 300 military jobs directed by the Committee in passing the 1979 Defense Appropriations Bill.

The report titled *Military Personnel Cuts Have Not Impaired Most Morale, Welfare, and Recreation Activities* recommended that the Secretary of Defense should direct the services to identify necessary military MWR positions and convert those considered unnecessary to appropriated or nonappropriated fund positions.

The Defense Department could save taxpayers nearly \$5,701 by substituting a civilian appropriated fund employee for each of the 9,901 (DOD claims 9,316 assigned) service members currently working in MWR activities, according to the GAO.

The GAO review included a survey in which 78 percent of installations responded that converting to appropriated fund civilian positions would have little adverse impact and, in some cases, would improve the programs.

Conversion would be hampered, the GAO cautioned, by congressional limits on Federal civilian employment, labor agreements with other countries, rotation base requirements, and assignments to deployable combat and combat support units.

The report said that the Navy and Marine Corps assign five times more military personnel to their exchanges than other services.

In their survey, the GAO said that the 1979 reduction of 300 military MWR personnel had little impact and found 82 percent of DOD installations reporting no impact from the reductions resulting from the 1979 Appropriations Act. Some installations, however, reported reduced operating hours and curtailed programs.

It costs \$11,400 less than officers and \$5,000 less than enlisted personnel to replace them with "comparably skilled" civilians.

DOD reaction

Defense Department officials, commenting on the report, said that DOD had reduced 4,270 (2,635 full-time and 1,635 military MWR part-time) personnel since March 1976 and that the current reported strength is 585 full-time and 1,385 part-time personnel below the ceiling in the fiscal 1979 DOD Appropriations Act.

DOD further stated the report "does not adequately address the impact of military force strength reductions on rotational manning requirements, mobilization, deployment, or combat capability while expressing "reservations" on the computation of the savings that could be realized through civilianization of military MWR positions. DOD also rejected the GAO assumption that civilian managers are more competent, effective, and efficient.

This report was the latest in a series of GAO reports recommending civilianization in various Defense Department areas. There have been 12 such GAO reports since 1968. **AH**

MILPERCEN moves to fill club slots

ALEXANDRIA, VA—The Military Personnel Center is continuing to encourage soldiers in grades E-6 and above with related civilian schooling, or work experience or military duties in food service, marketing, resale activities or financial management to volunteer for the Enlisted Club Management Career and Development Program.

In a recent publication to all public affairs offices and military personnel offices worldwide, MILPERCEN urged soldiers who are interested in applying for

the program to refer to Chapter 11, Section XI of AR-614-200 and forward their applications thru installation/division channels to Commander, U.S. Army Military Personnel Center, Attn: DAPC-EPM-A, 2461 Eisenhower Avenue, Alexandria, Va. 22331.

Managers who are aware of enlisted people with related education or experience should inform them of the advantages of the program and encourage them to apply. **AH**

WASHINGTON—*It happens every time a promotion list is published. Letters by the score arrive at the Military Personnel Center, the Deputy Chief of Staff for Personnel, the Sergeant Major of the Army and at a dozen other addresses. Only the names and social security numbers are different. Each seeks an answer to the gnawing inponderable question:*

“Why didn’t I get promoted?”

Take the case of the E-7 00J50. The file looks good with a recent MOS score of 126 and secondary MOS score 94. He has many letters of recommendation. The file looks good but he wasn’t promoted. Some possible reasons, according to the Military Personnel Center are:

- Low secondary MOS score.
- Enlisted evaluation report weighted average (EERWA) was below the Army-wide average for his grade and MOS at the time the board convened.
- Minimal effort to attend any military schools and no effort to strengthen his civilian education since his 1953 GED equivalency.
- In three more years, QMP will require him to retire. What is his real potential for contribution as an E-8?

These factors plus a 15 to 25 percent selection rate may have influenced non-selection.

Next, the staff sergeant stationed in Germany. Possible reasons for his non-selection to E-7:

- Average and below average PMOS evaluation test scores.
- Neither qualified for nor been awarded a secondary MOS as required by current directives. (It’s a must for E-6 and above.)
- A recent Article 15 (for a serious offense).
- An SEER for July to January that boasted three excellent ratings and three above average. The rater marked him in the middle of “promote ahead of” and “promote with” contemporaries.
- The file shows attendance at an NCO academy in 1970 and a leadership course in 1973.
- DA Form 2-1 says high school GED equivalency in 1969 but nothing in the OMPF to back it up. The file does show he tried and failed a GED test in 1962.
- No effort to further civilian education despite proximity to education centers in the last five years.

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These factors should not be considered decisive. But when only 20 to 35 percent can be selected from an outstanding field, everything in the file assumes added significance.

Now let’s examine the OMPF of the E-8 in the Midwest. He faced tough competition. Only the top five percent could be selected when his records came before the E-9 promotion board.

Weak areas in his file include:

- EERWA was 12 points below the average for his grade.
- The last SEER considered by the board had a “4” in item E, Part II, and another “4” in item F, Part II. The other scores in items E and F were all fives. Earlier SEER had all been max. Performance has been slipping since November 1976.
- PMOS score was 105 when the board looked at his file. That’s barely average for his grade, skill level and MOS. (Since then his MOS score dropped to 95. He won’t even be considered by the Sergeants Major Academy board when it meets.)

• PMOS scores have been dropping since 1971; SMOS score of 84 is well below average.

Past laurels are not enough. The chief of his division in the career management field pointed these factors out in a letter and added, “I am telling you as gently as I can that you are currently noncompetitive for promotion, in my personal view. Past laurels will not get you to E-8, if you really want it, then get to work. No one else is going to do it for you.”

Analysis of these three files points up reasons why a noncom may not have been selected for promotion:

- Low EERs.
- Low MOS scores.
- Lack of an SMOS and a good score to go with it.
- Failure to improve both military and civilian education.
- Failure to ensure all awards and citations get into the OMPF.

Glossary

CONUS	Continental United States
DA	Department of the Army
EER	Enlisted evaluation report
EERWA	Enlisted evaluation report weighted average
FORSCOM	Forces Command
GED	General education development
MOS	Military occupational specialty
NCO	Noncommissioned officer
OMPF	Official military personnel file
PMOS	Primary MOS
QMP	Qualitative Management Program
SEER	Senior enlisted evaluation report
SMOS	Secondary MOS

Adapted from a Commanders Call article “Why Didn’t I Get Promoted” by SFC Douglas Allen. AH

Fall E-8 promo board to meet in Indianapolis

WASHINGTON—An E-8 promotion board is slated to meet in late October at Ft Benjamin Harrison, Ind., according to MILPERCEN officials.

The Primary Zone will include all E-7s with a date of rank of Sept. 30, 1974 or earlier. Secondary zone will include E-7s with a date of rank between Oct. 1, 1974 and July 31, 1976.

To be eligible, soldiers must have a basic enlisted service date of Oct. 31, 1972 or earlier, a high school diploma or GED equivalent and not be restricted by the provisions in paragraphs 7-37 and 7-61 of AR 600-200.

Soldiers with an imposed or initiated bar to reenlistment or an approved retirement effective on or before January 1, 1980 will not be considered.

In addition to considering E-7s for promotion, the board will identify unsatisfactory performers through the qualitative management program screening process according to Chapter 4, AR 600-200.

All E-7s with a date of rank of July 31, 1976 or earlier will be screened whether or not they meet the promotion criteria unless they are on the current E-8

list, have a bar to reenlistment, or have an approved retirement effective on or before Jan. 1, 1980.

Special Senior Enlisted Evaluation Reports (SEER) should not be submitted solely because a soldier is being considered for promotion.

Interim change 101 to AR 600-200, however, allows for an optional "complete the record" SEER for soldiers being considered by DA selection boards, officials explained. Soldiers must have completed three months in their present assignment as of July 31, 1979 to be eligible for a "complete the record" report.

To be considered, these reports must be sent to Commander, US Army Enlisted Records and Evaluation Center, ATTN: PCRE-OE, Ft Benjamin Harrison, Ind. 46249 by Sept. 23, 1979.

E-7s wishing to review their records should write to Commander, USAREC, ATTN: PCRE-RE-I, Ft. Benjamin Harrison, In. 46249 for a microfiche copy of their official military personnel file. Requests must include name, rank, social security number and address. **AH**

Non-OOJ club assignments cause Army problems

WASHINGTON—Those "quick-fix" special duty club assignments are causing the Army long-term problems, according to Army club management personnel officials and commanders are being urged to review their club operations and eliminate the "special duty" assignments.

MAJ Gordon Rollins, a club management personnel staff officer said that while special duty assignments are often an appealing solution to local club management problems, these assignments cloud the actual club management personnel and requirement picture, damaging effective personnel management and training programs. This problem occurs when valid requirements are hidden and are not considered

tem: Grades E-1 through E-9, he said.

OOJs who are not performing satisfactorily should be relieved in accordance with para. 11-47, AR 614-200. In cases where special duty assignments are justified, coordination should be made with the Administrative Career Branch, Enlisted Personnel Management Directorate, MILPERCEN (DAPC-EMP-A), 2461 Eisenhower Ave., Alexandria, Va. 22331 and the Club and Community Activities Management Directorate, TAGCEN, HQDA (DAAG-CM), Washington, D.C. 20314 so that the required clearances and background checks can be completed and records annotated, Rollins said. **AH**

... special duty assignments ... cloud the personnel picture ...

in the development of personnel and training requirements and results in a shortage of trained club management people available to the Army club system.

Special duty assignments also "undermine the reliability of information provided to congressional and higher military authorities," Rollins added. Qualified nonprogram enlisted personnel working in the club system should be encouraged to apply to the Enlisted Club Management Career and Development Program in accordance with chapter 11, AR 614-200, Enlisted Personnel Selection, Training and Assignment Sys-

Who are you?

WASHINGTON—The Club and Community Activities Management Directorate is receiving some financial statements without the identification of the MWR activity submitting the reports.

The following information should accompany the documents:

- Name of fund entity.
- Name of installation.
- Name and signature of the central accounting officer or the person authorized to sign the document.
- The AUTOVON number of the person to contact regarding the report. **AH**

Club assessment program eliminated

WASHINGTON—The assessment on package beverage sales used to pay Department of the Army nonappropriated fund operating costs for the management and administration of clubs will be eliminated Oct. 1, 1979.

In a message dated June 21, 1979, Department of the Army also requires package stores to pay a greater percentage of their total net income, which includes the amount previously assessed by HQDA, to installation morale support funds.

The change in the method of funding for HQDA NAF club management administration costs comes about as the amount of package store net income distributed directly to installation morale, welfare and recreation activities other than clubs increases to 22.5 percent in fiscal 1980.

A recent reorganization of The Adjutant General Center established the Club and Community Activities Management Directorate TAGCEN as the Department

See ASSESSMENT, pg. 27

Midyear IMCEA Conference

WASHINGTON—The International Military Club Executives' Association will hold a 1979 Mid-year Management Conference at the Twin Bridges Marriott Hotel here on Sept. 16-18.

Program topics include bar management, disco operations, and other new ideas, management methods, and exhibits.

Contact the IMCEA, 1750 Old Meadow Road, McLean, Va. 22102, (703) 821-0455.

10% 3d Quarter CIP interest

WASHINGTON—Army Central Investment Program managers report 10 percent interest paid to individual investors in the quarter ended June 30, 1979.

NAF monies in the CIP are actually owned by the approximately 2,000 investing morale, welfare, and recreation activities. Funds are, for the most part, programmed to be spent on future purchases, construction, or liabilities such as employee severance pay.

CIP managers urge individual MWR managers to ensure that as much idle cash as possible is invested in the program. AH

Top ten club sales leaders

(in \$thousands)

Installation Club Systems	FY78	FY77
Yongsan, Korea	\$10,417	\$ 8,799
Hawaii, USASCH	8,830	8,100
Ft. Hood, Texas	8,775	8,524
Ft Bragg, N.C.	8,586	7,962
2d Infantry Div., Korea	8,437	6,947
Ft. Buchanan, Puerto Rico	5,273	6,097
Ft. Knox, Ky.	4,726	5,174
Ft. Belvoir, Va.	4,614	4,017
193d Infantry Brigade, Canal Zone	4,604	3,196
Military District Washington (MDW)	4,550	4,656

Officers' Club Branches

Military District of Washington (MDW)	3,666	3,492
Presidio of San Francisco, Calif.	1,513	1,411
Hawaii, USASCH	1,419	1,289
Ft. Bragg, N.C.	1,384	1,350
Heidelberg, W. Germany	1,383	1,233
2d Infantry Div., Korea	1,295	960
Frankfurt, W. Germany	1,244	1,041
Tehran, Iran (closed)	1,224	982
Ft. Hood, Texas	1,206	1,238
Ft. Rucker, Ala.	1,032	908

WASHINGTON—The ten sales leaders in installation club systems, officers' club branches, NCO/enlisted club branches and consolidated club (community) branches are listed below.

NCO/enlisted

2d Infantry Div., Korea	4,127	3,721
Yongsan, Korea	3,775	3,279
Hanau, W. Germany	2,937	2,548
7th Area Training Center, W. Germany	2,866	2,548
Ft. Bragg, N.C.	2,345	2,420
Hawaii, USASCH	2,292	2,197
Giessen, W. Germany	2,244	2,064
Ft. Hood, Texas	2,134	2,166
Stuttgart, W. Germany	2,105	2,054
Nuernberg, W. Germany	2,000	1,721

Worldwide Consolidated (Community) Club Branches

Dhahran, Saudi Arabia	1,092	935
Honshu, Japan	705	548
Yongsan, Korea	573	600
Munich, W. Germany	543	343
Area II Support Activity, Korea	462	-
Leghorn, Italy	420	377
Indiantown Gap Military, Pa.	359	-
Baumholder, W. Germany	331	88
Zweibrucken, W. Germany	300	294
Schwaebisch Hall, W. Germany	298	47

AH

A look at Soviet Recreation

by Harriet Fast Scott

Extensive complex of hotels, tourist bureaus, tourbases, hiking and skiing resorts, sanatoriums and hunting and fishing preserves.

It is unlikely that the relative handful of people who rule and administer the Soviet Union could survive for long without the support of the armed forces. In return for that support, the military professionals—the marshals, generals, admirals, and officers, warrant officers, and extended service sergeants who number fewer than 1,250,000 of the 4,500,000 to 5,500,000 people in uniform—are granted privileges unknown to the millions of conscripts who make up the bulk of the Soviet armed forces, or to many others in Soviet society. Among those privileges are a generous amount of annual leave and a huge network of recreational facilities.

All of the military professionals and many civilians who work for the Ministry of Defense get a minimum of thirty days of leave a year. Flying personnel, submariners, others with hazardous jobs, and those with more than twenty-five years of service are allowed forty-five days each year. Marshals, generals, and admirals, for whom there is no compulsory retirement age, are granted sixty days of leave—thirty days of regular leave and thirty more for “rejuvenation.” All of this is exclusive of travel time.

The problem for Soviet officers and NCOs is not how to get leave, but how to use it. Many Soviet bases are in the far north or in isolated or desolate places where there may be no roads. That aside, not many officers own automobiles. Those who do may not

... marshals, generals, admirals, and officers, warrant officers, and extended service sergeants ... are granted privileges ...

want to take them through areas completely lacking in paved roads and garage facilities—which includes most of the USSR. Finally, few military families have relatives or friends with living accommodations large enough to put up overnight guests, much less guests with thirty days' leave. Hotels outside the large cities are virtually nonexistent, and those in big cities have long lines of people begging for a room for just one night.

In the absence of so many public facilities that are

taken for granted in Western countries, the Soviet armed forces are “taking care of their own” through an extensive complex of military hotels, tourist bureaus, tourbases, hiking and skiing resorts, sanatoriums, and hunting and fishing preserves. In theory, the needs of military people on leave should be well taken care of, but theory and practice sometimes do not coincide, as is true of much of Soviet life.

The problem of getting a room at a military hotel, even when on official business, is illustrated by a recent letter in Red Star, the daily newspaper of the Ministry of Defense.

“It is easier for a camel to go through the eye of a needle than for my fellow officers, sent to Moscow on official business, to get a room at the hotel of the Central Officers' Club,” Navy Captain D. complained. “I have been coming to Moscow for twenty years, and every time it makes me tremble—I know I will have to stand in this line.” He was referring to the line that forms every night at 2100 hours, in the lobby of the hotel run by the Central Club of the Soviet Army (TsDSA), an hour before rooms become available. At 2200, the waiting officers are given papers to fill out. The wait goes on for hours.

“It is easier for a camel to go through the eye of a needle than . . . to get a room at the hotel of the Central Officers' Club

Some officers, warrant officers, and Defense civilians long ago developed their own system for bucking the line, however. A Red Star investigator found that only half the eighty-five men in line got rooms that night, despite advanced requests for reservations. One-fourth of the rooms has been undergoing remodeling for nearly a year, with the end nowhere in sight. But twenty men got rooms without reservations and without waiting in line. They were given special treatment, the investigators found, as a result of phone calls from “high places.” When the director was questioned, he said he could do nothing about the practice.

Local officers' clubs in 1960 were given the job of running tourists' bureaus for their members, in an effort to assist military people on leave. Each officers' club developed recreational facilities within its own military district.

Recently the Salyut Hotel in Baku, run by the Transcaucasus Military District, turned away four officers late one night, although they had reservations. An investigation showed the hotel was nearly empty, although its books showed a profit. The hotel was taking in military tourist groups of thirty or more and charging them for more days than they stayed.

Rejuvenation leave

Rejuvenation leave usually means several weeks at one of the twenty-five sanatoriums, rest homes, or holiday hotels run by the armed forces medical services in the Crimea or on the Black Sea.

Suites and even "dachas"—comfortable cottages—are reserved for the Soviet military elite, with or without families. Sunbathing in the open air or in solariums, mineral water or mud baths, massages, and special dietetic foods, including fresh fruits and vegetables, are part of the treatment. Soviet officers also can get tickets to take them to world-famous spas in Eastern Europe. These rejuvenating sessions are credited with keeping generals seventy years old and older on active duty.

Some aspects of Soviet military leave policies are designed to improve the combat readiness of the

D-Mark conversion club plus At your service

FRANKFURT, W. GERMANY—Managers can perform an additional management service and earn extra money for the club by selling DeutscheMarks at the club.

The club is allowed to round-off the selling rate at the next lower multiple of five pfennings and thereby increases its income. People coming to the club to exchange currency may have dinner or drinks—thus another source of club income. AH

Pirie new ASD(MRA&L): Tice replaces Umstead

WASHINGTON—The Department of Defense has announced the filling of two key positions concerned with nonappropriated fund and morale and recreation policy.

The Senate has approved the nomination of Robert B. Pirie, Jr., as the Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics. Pirie had served in an acting capacity since November, 1978 when Secretary John White left to become Deputy Director of the Office of Management and Budget.

MG R. Dean Tice, previously commander of the 3rd Infantry Division has replaced LTG Stanley M. Umstead, USAF, as Deputy Assistant Secretary of Defense for Military Personnel Policy.

In his new position, Tice has a key role in the direction of nonappropriated fund and other morale, welfare and recreation activities Department of Defense-wide.

General Tice's other former assignments include Commander of the U.S. Army Military Community, Berlin, U.S. Army Europe Deputy Chief of Staff for Personnel and Commander, 3d Infantry Division. AH

Soviet armed forces. Military personnel are not allowed to relax. Rather, personnel on leave are expected to engage in activities that will contribute to physical fitness and outdoor skills. But, even with these goals, the government's allocation of land and other resources for the recreation of career military men is quite lavish when compared to that of the US and other Western nations.

Harriet Fast Scott is a Washington consultant on Soviet affairs. She and her husband, Col. William F. Scott (USAF) are authors of The Armed Forces of the USSR.

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Club management people at Fort Monroe's Casemate Club pause for a photograph around 1870. AH

If its purchased by weight

—Weigh it

If it was purchased by unit

—Count it

If it was purchased by case

—Open it

In other words

Check it!

In-house receivables

WASHINGTON—Thinking about an in-house charge system? Think further. The inherent costs of an in-house charge system are routinely high since the majority of people involved in accounts receivable spend as much as 80 percent of their time managing the activity.

Manpower use, collection costs, billing costs and the interest lost on uncollected receivables many come back to haunt you. Consider implementing a bank card or private label billing program.

CONUS managers with questions on accounts receivable contracts should contact the Club and Community Activities Management Directorate, TAGCEN, Central NAF Procurement Office at AV 223-1100. Overseas managers should contact their CCAMD Regional Office.

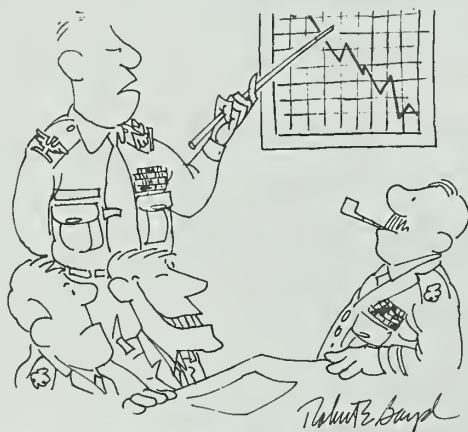
MWR mailing

Good for all bad for one

WASHINGTON—If information on morale, welfare, and recreation activities is part of a consolidated MWR information package, it's OK to use official mail but individual NAF activities may not use official mail to publicize their activity alone, according to Army officials.

While MWR managers can use nonappropriated funds to mail information on their specific NAF activity, Club and Community Activities Management Directorate officials urge use of other, less expensive media such as installation newspapers, daily bulletins, or flyers.

CCAMD officials also suggest that managers can enclose promotional material with member bills, thereby reducing NAF mailing costs.



"In lieu of no other suggestions, I am going to take Lieutenant Barne's recommendation and rotate the chart one quarter turn clockwise!"

Army gets dual compensation guidance

WASHINGTON—The Army has received detailed DOD guidance on dual-compensation-collecting both military retirement pay and federal civilian employment pay.

Limits on dual-compensation or so called "double-dipping," were imposed last year with the passage of the Civil Service Reform Act.

The DOD guidance, issued to comply with the law, includes the following restrictions on dual-compensation:

Any officer or enlisted person retiring after January 11 of this year who becomes a federal employee may collect combined military retirement and federal civilian pay of no more than \$47,500 a year (current rate for level 5 of the effective schedule). This ceiling is subject to increase by pay heights. When the combined entitlement is more than level 5, retirement pay will be reduced accordingly.

All regular officers are still subject to an earlier law. That law, under current pay scales, limits retired regular officers to collecting the first \$4,709 of their annual retirement pay plus one half of the remaining pay entitlement, if they hold federal jobs. Regular officers retiring after January 11 are still subject to that limit plus new combined retirement and federal job pay ceilings.

Exemptions to the dual-compensation limits are:

Cost for participating in any survivor benefit program or veterans insurance program.

Veterans Administration (VA) disability compensation that is received by waiving an equal amount of military retirement pay. Disability (medical) retirement pay standing from line of duty injury or disease directly resulting from armed conflict or caused by an instrumentality of war during the period of war.

Retirement pay will not be reduced for the first 30 days of employment if a retiree is employed on a temporary (full or part-time) or intermittent basis.

Military personnel who retired on or before January 11, regardless of when they begin a federal job, are not subject to the new limits.

Reserve officers and enlisted persons who qualify for retirement, but do not yet receive retirement pay solely because they are not yet 60 years old, are exempt from the new limits if they hold a federal job on or before 13 October 1978 if they continue to hold a federal job (with no more than 3-day break in service).

AH

Glad you asked—



Insuring Overseas Transport

I am an Army club manager overseas and am purchasing supplies from a stateside vendor. Who pays the insurance?

When an overseas NAF activity buys from a stateside supplier, the vendor is responsible until delivery is made to a military transportation officer at the port of embarkation. The transportation officer checks the merchandise for damage or defects and issues a receipt. From there on the ordering NAF activity assumes the risk. If, after the transportation officer signs, the merchandise is damaged, lost or stolen, the NAF activity must still pay the vendor. The Army's Risk Management Program (RIMP) requires insurance be purchased when the NAF activity ships over \$200,000 worth of merchandise or when one shipment exceeds \$100,000. Insurance is optional for shipments of lesser value but RIMP people recommend for all shipments that the NAF activity check AR 230-16 for more details and procedures for obtaining insurance coverage.

Commercial collection agencies

Can I use a commercial collection agency to collect delinquent accounts for club members?

Collection of accounts owed by military (active and retired) and civilian club members should be by one or a combination of: letters to the debtor; letter to the debtor's commander or supervisor; garnishment of military pay—DD Form 139 (enlisted persons only unless officers authorize the deduction); or referral to the staff judge advocate or state attorney for court processing. Civilian pay may not be garnished unless the person authorizes the deduction. If you have problems collecting from former civilian club members who no longer work at the installation, then the Club and Community Activities Management Directorate, TAGCEN will consider a request for an exception to AR 230-60 to authorize the use of commercial collection agencies. This request should outline the magnitude of the collection problem and previous attempts to collect the delinquent accounts.

The club, by contracting with a local bank for commercial credit card services, can avoid the inherent in-house charge system problems (see para 6-13, AR 230-60). Information on commercial credit card contracts as well as standard contracts can be obtained from The Adjutant General Center's Central NAF Procurement Office, P.O. Box 23651, L'Enfant Plaza Station, Washington, D.C. 20024, Tel AV 223-1100 or (202) 693-1100.

In asset fix

I plan to purchase \$6,000 worth of china for my club. Due to the size of this purchase, is it possible to list the dishes as a fixed asset and capitalize and depreciate them over a five-year period?

Yes, if warranted; but you have to get an exception to AR 230-65. This request for exception should be addressed to the Commander, U.S. Army Finance and Accounting Center, ATTN: FINCD-B, Indianapolis, Ind. 46249. USAFAC is the proponent for AR 230-65 and they will consider any carefully documented request for exception. Normally, large clubs should be able to absorb this type of expense with little difficulty, however, USAFAC may provide exceptions for smaller clubs with limited working capital. In this case, if an exception is granted, the club should conduct an annual inventory. If the value of china on hand at the end of each year is less than the book value of the china inventory, it must be adjusted to the lower figure. All replacements should be charged as current operating expense. AH

Deposit daily receipts "in total"

WASHINGTON—Clubs and other NAF activities must deposit their daily receipts "in total" instead of intact, according to officials at the Club and Community Activities Management Directorate, The Adjutant General Center.

Before, NAF activities, for example, which received on a given day \$100 in cash and \$200 in checks would have to deposit the same amount in cash and checks at the end of the day. Now, as long as \$300 is deposited, it doesn't matter whether it is \$150 in checks or \$150 in cash or any other variation as long as it totals up to the amount of the daily receipts.

The new rule allows clubs and other community activities to reimburse check-cashing funds from daily receipts, according to CCAMD officials. Another benefit of the new rule is to reduce the amount of cash being transported to the bank, the need for an extra deposit and the need for a reimbursement check from the central accounting office.

An upcoming revision of AR 230-60 and 230-9 will reflect this change. Managers must still maintain adequate records of checks received in payment on accounts and checks cashed for members. AH

NAF managers' responsibility

The Privacy Act

WASHINGTON—The Privacy Act is one of the few laws that holds individuals responsible for action taken or not taken in their capacity as members and employees of Department of the Army.

Implemented by AR 340-21, The Act provides safeguards to individual privacy from the misuse of Federal records (including records of nonappropriated fund membership associations) and allows individual access to records concerning them.

Obligations of the NAF manager

As a NAF manager, you have a responsibility to comply with the Act. If a club or other NAF membership association is maintaining a system of records containing personal information which is not listed in the Federal Register for public notice, you may be in violation. The Club and Community Activities Management Directorate, The Adjutant General Center has taken action to include most of these systems of records, which membership associations may maintain, in the Federal Register. If you are keeping records other than copies of membership applications, you may be in violation of the Act and this discrepancy should be corrected by working with your staff judge advocate.

You're in violation if information contained on the application is used for any other purpose than those outlined below:

- administration of club or other NAF membership association membership or armed forces recreation center guest registration.
- billing purposes.
- preparation of membership cards.
- determination of eligibility for membership.
- identification for collection of accounts due.
- dissemination of information regarding membership association or AFRC activities.
- transferral of records to a commercial institution with which the club or other NAF has a credit card agreement.

This means that for other than charge sales you can't, without an exception from Department of the Army, keep a record of purchases made by an individual at the package beverage outlet. Sales may be identified only by the rank of the individual making the purchase.

You're in violation of the Privacy Act if you don't have a privacy advisory statement on the club membership application which reads substantially as follows:

"Information contained on this application is for administration of club membership. The information will be used for billing purposes, preparation of club membership cards, determination of eligibility of club membership, identification for collection of past due accounts, dissemination of information regarding club activities, and transferral of information to a commercial institution for establishing credit cards. Personal

... you're in violation of the Act if ... you have contracted for a credit card agreement and your club does not allow the privacy protection ...

written consent will precede the release of this information for other purposes. The furnishing of this information is voluntary. However, failure to complete application may result in limitations placed upon or denial of club membership. This statutory authority for collection of this information is 10 USC 3012."

Credit card agreement

Also, you're in violation of the Act if the commercial institution with which you have contacted for a credit card agreement for your club does not allow the privacy protection. Make sure you include in your contract for charge card and charge account service a clause which reads substantially as follows:

"The following clause entitled "Privacy Act" is added to the General Provisions of this Contract.

PRIVACY ACT

(a) The Contractor agrees:

(1) to comply with the Privacy Act of 1974 and the rules and regulations issued pursuant to the Act in the design development, and/or operation of any system of records on individuals in order to accomplish an agency function, when the contract specifically identifies (i) the system or systems of records and (ii) the work to be performed by the Contractor in terms of any one or combination of the following: (a) design, (b) development or (c) operation;

(2) to include the solicitation notification contained in this contract in every solicitation and resulting subcontract and in every subcontract awarded without a solicitation, when the statement of work in the proposed subcontract requires the design, development, or operation of a system of records on individuals to accomplish an agency function.

(3) to include this clause, including this paragraph (3), in all subcontracts awarded pursuant to this contract which require the design, development, or operation of such a system of records.

(b) In the event of violations of the Act a civil action may be brought against the agency involved when the violation concerns the design, development, or operation of a system of records on individuals to accomplish an agency function

See **PRIVACY**, pg. 13

Harnack House hosts international "big event"

Guests from five nations get good old Yankee hospitality.

BERLIN—A formal reception with international flair was attended by over 950 British, French, German, Russian and American guests at the Harnack House here.

American food, produced by the staff of the Berlin Officers' and Civilian Club, made up the day's fare as all guests appeared to enjoy American delicacies like corn on the cob, fried chicken, hamburgers, ice cream and steamship round of beef served from "county fair" style tents.

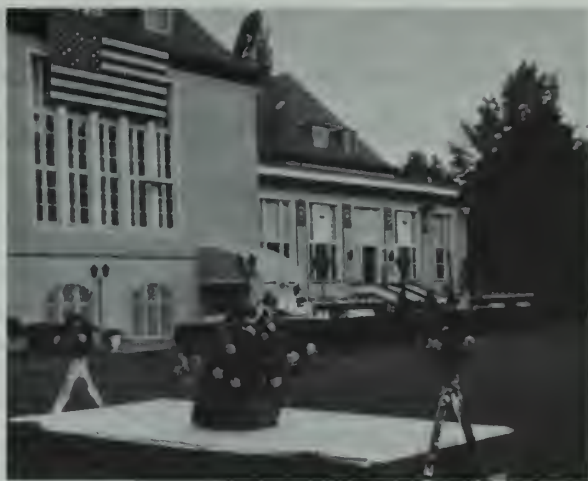
MG Calvert P. Benedict, U.S. Commander, Berlin hosted the Commander's Annual 4th of July Reception on the back lawn of the Harnack House. A 4' x 8' foot cake shaped like the 50 United States was created to enhance the setting of 56 state and territorial flags and a list of the 39 United States Presidents with a decorated seal of the President of the United States.

Club people went all out, with 1LT Kurt Schau, assistant club manager, receiving high praise for planning and executing the event from CPT James Egbert, current Harnack House manager.

Oscar Driekorn, incoming Harnack House manager and former Club and Community Activities Management Directorate, TAGCEN management analyst described the event as the "most impressive club event witnessed" in his over 20 years of military club management association. **AH**



Harnack House and Berlin Officers' and Civilian Club staff are ready, willing, and able to serve the near 1,000 expected French, British, German, Russian and American guests at the Berlin Commander's Annual 4th of July Reception.



Beautifully manicured lawn and Harnack House decorations await guest arrival at the Harnack House, Berlin, W. Germany.

Wine boom?

WASHINGTON—Americans drank 136.2 million cases of wine in 1978 compared to 68.8 million cases in 1977. A wine boom—not really when in 1978 you consider that the average Frenchman or Italian drinks fifteen times more wine than typical American. **AH**

PRIVACY, from pg. 12

and criminal penalties may be imposed upon the officers or employees of the agency when the violation concerns the operation of a system of records on individuals to accomplish an agency function. For purposes of the Act, when the contract is for the operation of a system of records on individuals to accomplish an agency function, the contractor and an employee of the contractor is considered to be an employee of the agency.

(c) The terms used in this clause have the following meanings:

(1) "Operation of a system of records" means performance of any of the activities associated with maintaining the system of records including the collection, use and dissemination of records.

(2) "Record" means any item, collection, or grouping of information about an individual that is maintained by an agency including but not limited to, his education, financial transactions, medical history, and criminal or employment history and that contains his name, or the identifying number, symbol or other identifying particular assigned to the individual, such as finger or voice print or a photograph.

(3) "System of records" on individuals means a group of any records under the control of any agency from which information is retrieved by the name of the individual or by some identifying number symbol or other identifying particular assigned to the individual. **BASIS:** To comply with the provisions of Public Law 93-502 The Privacy Act of 1974."

AH

Energy situation affecting clubs

Club location takes on a new meaning

WASHINGTON—The energy crisis has come home to Army club management but the effects seem to depend on the type of installation at which the club is located, the location in respect to off-post eating establishments, and the location of housing for officers and enlisted people in relation to the club.

Club managers at Army Forces Command installations, which usually have high numbers of troops living on-post, generally report sales up in both evening hours and during the day as troops are reluctant to use precious gasoline.

But club managers at installations where most troops live off-post report rising lunch-time business but decreasing dinner-time business as many troops are reluctant to spend their gasoline to come back on-post for dinner, once they are home.

Club sales are being positively affected by another factor associated with the energy crisis as members are not taking to the road for their weekend trips.

Club Management Magazine reports little effect on private country club operations due to the gas shortage as most country club managers feel that their clubs are in ideal locations and more easily accessible than downtown establishments.

One Army club manager reports a 50 percent increase in lunch sales as the traditional jaunt to the off-post fast-food outlets has been stunted by gas-conscious customers at his installation. However, the same club manager reports a near 20 percent decrease in dinner covers which he attributes to club members' reluctance to return to post after working hours or a reluctance on the part of retirees to venture onto post for dinner.

An innovative club manager has capitalized on the gas crunch by gearing his advertising to gas misers. "Why use gas to eat off-post?"; his advertisements ask, "When you can eat in style within a mile." He reports a terrific response, with daily lunch-time sales nearly doubling.

Other managers report that they were increasing their after-hours promotion to lure members on post or get them to come to the club immediately after duty hours. These attractions include free hors d'oeuvres and dinner specials.

One officers' club manager at a large Training and Doctrine Command installation provides a free dinner for the fourth member of a foursome to encourage car-pooling to the club.

Another manager reports that his carry-out pizza business has picked up about 30 percent since the gas crisis hit his installation.

Some Army club officials are comparing the impact of the gas crunch on Army installations with the decline of the dollar in relation to the Deutsche Mark. As the dollar dropped, club sales in US Army Europe clubs rose when clubs appeared as a better alternative to the more expensive off-post German eating places.

Managers with clubs near high barracks areas are urged to improve their merchandizing and marketing techniques to lure the members into the clubs and take advantage of the energy situation.

Other examples of managers taking advantage of the energy crunch include earlier evening hours and advertising "one stop entertainment" designed to satisfy member food, beverage, and entertainment needs. A come-as-you-are "joggers night" might be appropriate. Managers can also encourage car pooling to the club by offering discounts for tables of four, six, or more. AH



Scenes like this are not uncommon on post nowadays and could indirectly boost club sales.

Building temperature restriction compliance guidance issued

WASHINGTON—The President's new Emergency Building Temperature Restrictions Program took effect July 16 causing warmer clubs and restaurants, but the National Restaurant Association has some suggestions for coping with the temperature rules.

Regulations allow managers to set the temperature in the warmest place in the establishment, the kitchen for example. With the thermostat set at 78 degrees in the kitchen, members can dine in comfort.

You can pre-cool your club so that the temperature is at 78° during peak hours.

Ceiling or portable fans keep the air moving and the room cooler. There is no restriction on fans, according to the NRA.

If the floors are slippery from the humidity, you can lower the temperature below 78° enough to lower the dew-point temperature to 65°. You can tell by looking for condensation on windows, glasses, silverware, or on the floor.

You can get exemptions if the high temperatures increase bacteria counts in food, if the higher temperatures cause excessive frost in cold storage areas, or if refrigeration is working overtime because of the external temperatures.

Managers are urged to comply with the temperature restrictions to support the President's energy conservation program which could save 200-400,000 barrels of oil per day.

Managers may want to use some sample letters to explain the program. Here are two examples sug-

gested by the NRA:

Dear Guest:

To conserve energy, we are complying with President Carter's new Emergency Building Temperature Restrictions Program.

We are maintaining the comfort of our dining area to the very best of our ability as we meet the requirements of this Federal rule.

The President and Department of Energy require public facilities such as this one to conserve fuel resources by cooling our spaces to an average of no less than 78 degrees in the warm season and heating to no more than 65 degrees in winter.

We take this opportunity to thank you for your understanding. Saving energy is of concern to us as it is to every American. We know you'll join us in doing your part.

Sincerely,

The Management

Dear Guest:

As an emergency measure to conserve energy, we are complying with President Carter's Emergency Building Temperature Restrictions program.

If you find the dining room temperature cooler than 78 degrees, that is because:

- Our kitchen and dining areas are on the same air conditioning system. To maintain balance in our system the kitchen is allowed to be used as the temperature control zone; or,

- Our dining room air conditioning system is not adequate to maintain 78 degrees with acceptable humidity control during peak occupancy and we are allowed to cool lower than 78 degrees in anticipation of customer arrivals.

Conserving our shrinking energy resources is of concern to us and every American. We know you'll join us in doing your part.

Sincerely,

The Management

AH

DEPOSIT, from pg. 1

tary environmental conservation programs and continued education of Defense Department personnel and their families in environmental awareness, said Richard Danzig, Principal Deputy Assistant, Secretary of Defense, who signed the letter.

Forts Riley, Huachuca and Knox, Army installa-

Army installations realized a near 25 percent decrease in sales . . .

tions participating in the test, found civilian stores near the installations luring customers away with no-deposit, no-return containers. Also, there was a marked increase in vending sales of soft drinks. Sales from these machines were not included in the test.

Another factor contributing to the test's failure was that most local communities do not have recycling programs and lack of recycling plants near the test

installations. The test's results are expected to be closely watched by municipalities and states considering going the mandatory returnable route.

Army installations realized a near 25 percent decrease in sales as a result of the program and an Army spokesman said that the test and its implementation would have represented a "disservice to military personnel and their families."

Under the test, local bottlers/canners placed a nickle deposit on the container. The bottler/canner then sold the beverages to the club, for example, which sold it to the consumer. The club then returned the deposit to the consumer when the can was brought back and the supplier refunds the nickle when the bottles and cans were picked up. Thus, the lower the return rate, the more money the supplier made since supplier began the cycle. AH

Inflation

Industry update

Army clubs rank high in dynamic industry.

CHICAGO—Eating and drinking place sales totaled an estimated \$30 billion in the first five months of 1979, according to the Bureau of the Census, up over \$3 billion over the year-earlier period.

The National Restaurant Association's *NRA News* attributed the retail eating and drinking place sales increase primarily to inflation.

Food service industry sales, including hotel and motel restaurants should top \$106 billion in 1979, a 9.6 percent increase over 1978.

Menu prices up

In 1978, menu prices advanced nine percent while eating place sales registered an increase of 11.3 percent or a 2.3 percent real growth rate. In the January-May period of 1979, the rate of increase for menu prices accelerated to 11.2 percent while eating place sales were up 12.6 percent, resulting in real sales growth of about 1.4 percent.

Institutions Magazine reports that more than 30 percent of restaurants are putting more money into training programs. There is about a 165 percent turn-

. . . menu prices advanced nine percent in 1978—11.2 percent in 1st half 1979 . . .

over in fast food service employees and nearly 161 percent turnover in full-service establishments according to *Institutions*. The magazine also reported that

full service unit managers' salaries average just under \$20,000 per year. Industry-wide, food costs averaged about 45 percent with labor costs at 32 percent.

Military food service accounted for 12 percent of 1978 food service sales of the top 400 companies and Army clubs ranked 61st in the top 400, Air Force clubs 54th, Navy clubs 87th and Marine Corps clubs 234th.

Wholesale food prices up

Beef prices are expected to moderate toward the end of the year and through 1980, according to the NRA. Pork prices should continue their decline over summer and fall as supplies increase. Broiler prices will remain stable into 1980 and coffee prices are expected to move downward. Tomato prices should remain unchanged for the remainder of the year along with sugar prices. Prices for milk are expected to average about 15 percent higher for the entire year over last year.

Beer, wine, liquor consumption increase

A Roper survey sponsored by the NRA revealed a rise in the proportion of respondents drinking wine and liquor. Three out of ten respondents said they had drunk beer in the last week compared to 26 percent two years ago. Those more inclined to drink beer, according to the NRA, include males (48 percent), the 18 to 29 age group (46 percent) and blue collar workers (43 percent). 23 percent of the survey's respondents had drunk liquor in the past week compared to 18 percent in September 1978 and 16 percent in March 1977. 20 percent said they had drunk wine in the past week compared to 17 percent in September 1978. **AH**

It's a whole new ballgame . .

by Bill Gregg

WASHINGTON—As costs of beef, chicken and seafood increase, tightening the noose around the necks of the private sector eating places, Army clubs have an unusual opportunity to cash in on their flexibility of menu offerings by tempting patrons with new and unusual foods that help to beat the price spiral.

Because we are flexible and *can* change overnight without major renovations or purchases of expensive equipment, we are now in a position to take full advantage of things they *cannot* do . . . like adding imagination—even daring—to our

club menus.

Finally, the fact that our employees are better paid, enjoy greater benefits, and are generally more skilled enhances the opportunities we have to provide better service at more competitive prices. Even the chain stores are feeling the crunch and the price differential between eating at the club and dining at home (as Mom is fast finding out) is diminishing almost daily.

Successful club managers will take these indicators into consideration when planning food promotions to increase sales and add to member satisfaction.

Gregg is a training specialist with the Club and Community Activities Management Directorate. **AH**

Facing up to inflation in in menu pricing

by Kenneth R. Burley

The simple old-fashioned markup method of menu pricing (ingredient cost x mark-up indicates approximate selling price, which should yield approximate desired food costs percentage—or \$1.50 x 2.5 is \$3.75; \$1.50 divided by 3.75 equals 40%) is increasingly being replaced by various other pricing formulas, and for good and timely reasons. Among them are steadily rising energy and labor costs which have to be recovered, the increasing use of processed foods which have some labor "built in", and the need for periodic upward adjustments of selling prices caused by inflation.

Regardless of which formula is being used (if any) or if you rely on experience and intuition which, occasionally, work remarkably well, you need to know the effect of higher food purchase costs on your operation; otherwise the food cost in relation to sales income will

A primary concern nowadays is keeping our menu pages as low as possible in order to remain competitive. Here's a quick and easy way to keep tabs on your costs in relation to sales income.

not remain at that pre-determined level which will result in the desired profit or subsidy.

There is a tedious and time-consuming item-by-item way to obtain this information and there is a short and easy one. The purpose of this article is to acquaint our readers with the quick and easy one, of course!

Let's assume that you are striving to obtain a 39% food cost ratio to sales. You did actually attain it when your purchase costs were those shown in column 4 (of the accompanying table) which is the base period for our example. In column 5 the same major items (assuming your menu sales mix remained virtually unchanged) have, as you can see, risen to \$3942.30 on your very own wholesale price index. This increase of \$42.96, expressed in percentage points between the base period and the more recent one was 1.10%. Hence, in order to fully recover the inflationary price

UNITS	MAJOR ITEMS	Quanties Purchased	PRICES		RESULTING INDEX	
			Base Period	Following Month	Base Period	Following Month
Lb	Bacon	96	\$ 1.30	\$ 1.28	124.80	122.80
Lb	Pork Loin	212	1.35	1.42	286.20	301.04
Lb	Lamb Racks	145	2.75	2.75	398.75	398.75
Lb	Ham Shanks	305	.98	.97	298.90	295.85
Lb	Ground Beef	610	1.19	1.22	725.90	744.20
Lb	Ham	280	1.96	1.95	548.80	546.00
Crt	Celery	5	13.75	14.25	68.75	71.25
Cs	Romaine	2	7.05	7.55	14.10	15.10
Crt	Head Lettuce	18	8.35	8.55	150.30	153.90
Lb	Mushrooms	40	1.35	1.30	54.00	52.00
Ct	Oranges	5	12.10	12.25	60.50	61.25
Ct	Lemons	2	14.15	14.50	28.30	29.00
Lug	Tomatoes	12	8.50	8.75	102.00	105.00
Lvs	Bread	40	.79	.79	31.60	31.60
Gal	Milk	140	1.44	1.45	201.60	203.00
Qts	Half and Half	62	.62	.64	38.44	39.68
#10 Can	Green Beans	120	3.11	3.14	373.20	376.80
#10 Can	Peaches	30	2.84	2.90	85.20	87.00
Lb	Coffee	140	2.20	2.20	308.00	308.00
	Etc.				\$3899.34	\$3942.30
	Increase					\$ 42.96
	Rate of Increase					1.10%

NOTE: All items, quantities and prices are for illustrative purposes only. If the quantities of the same items purchased in following months differ from the base period, the more recent quantities should be multiplied by the prices paid during that month.

rises, the upward price adjustment, in the aggregate (taking into account the popularity of each item as reflected in the sales mix) will have to approximate 1.10%, for the periods compared.

This is what you need to know in order to protect yourself against fast-rising food costs which have an inverse effect on your operation's profitability.

For brevity's sake we oversimplified this approach a little, as some of you have probably discovered by now. We have assumed that the identical quantities were purchased in both periods (an unlikely event) and that the items listed constitute most of your purchases.

However, the message should be clear: Establish and calculate your own purchase price index frequently enough (perhaps at the end of every second month, at inventory time) in order to know by how much your food costs have increased because of inflation. This price index provides a measure of the change in the value of money due to changes in the prices of goods money can buy; the money needed to operate will rise and fall with prices. Knowing this will enable you to make the necessary menu selling price adjustments, as you go along, but only to the degree economically justifiable by rising material costs. Other cost and expense increases that you may experience for the

same periods, if they are not inconsequential, will have to be recovered by further means. In that case a different approach has to be used and, if in effect, governmental or self-imposed guidelines, standards or constraints may have to be considered as well.

One concern that's on the mind of most of us is to keep the menu prices as low as operating conditions permit in order to remain competitive in the increasingly price-sensitive eating-out market. The suggested method will help to accomplish that. Sure, government agencies and trade associations also calculate price index trends. But they don't necessarily apply to *your* operation. Obviously the more of the items that you use in large quantities included in such an index compilation, the more accurate the resulting information will be. Try to include at least two-thirds of purchase volume.

While this suggestion is not intended as a menu pricing formula, it can assist you in making necessary menu price adjustments on an on-going basis, a responsibility none of us can escape for long.

Burley is a good service industry consultant with Lavenhol & Horwath.

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Purchasing

WASHINGTON—Battling inflation is not the easiest thing in the world. It seems as soon as you stem the cost tide in one area, a leak occurs in another.

Purchasing is one area which has a strong effect on your financial position. If you're a smart operator, you'll keep on top of this area and make sure that you are not losing in back what you are making up front.

Know your members and their preferences. Often, the reason your sales are off may not be the chef or the service but the basic product with which they must work. Ask your salesman what is the most popular and "hot" item.

Ask your staff what they feel the members are most interested in. They are much closer to the operation and can provide valuable insight into exactly what the consumer preferences are in your club.

After you have communicated with your staff, consult with your vendor and find out exactly what volume will bring you the best price. If increased volume brings you disproportionate discounts on a particular product, you may want to consider a promotional campaign for that product to increase sales and decrease the procurement costs.

Try to have one person place all the orders. This way he will become familiar with the requirements of your

club and be less likely to make mistakes. If possible, let the receiver coordinate with the orderer. This way the checker will know what merchandise to accept or reject. In a recent survey of 60 restaurant operations, 78 percent had one person placing all of the orders.

Check your merchandise. You never know you are being ripped off until you check. A spot check can often reveal much more than a regularly-scheduled check of your receiving operation.

Try to keep abreast of the new products that appear on the market. Often, there are more promotional programs which accompany these new products and the new products are developed after extensive market research and are appealing to consumers. AH



Food cost inflation is resulting in higher member guest checks.

For the record

*From an Adjutant's
Call article, Supporting
the Army Quality of Life
by Lieutenant General
Robert G. Yerks, Army
Deputy Chief of Staff for
Personnel.*

The Army has made progress towards improving the quality of life during the past year, since the total Army goals pinpointed this need. But the elements of this progress have not necessarily shown up in direct improvements that the soldier and the soldier's family can see. Certainly, we have built a new club, bowling alley, gymnasium, or child care facility here and there. Commanders—on their own initiative—have developed or strengthened outreach programs and other facets of community support. But these changes in our community environment are not dramatic—there's no miraculous transformation to the Land of Oz or the Emerald City.

Even the increased funding in the FY 79 budget will not immediately show up at the installations in the form of visible improvements. Soldiers and their families will not view the addition of child care supervisor in the ACS as a great effort on the part of the Army. Only those who work with the budget system and manpower authorizations know how difficult it is to get personnel spaces into the budget submission and approved by Congress.

We have tightened management in many areas, implemented new policies in some, and are testing other concepts—all designed to improve quality of life. Some initiatives are being made at the installation level. For example, some installations screen financial records of incoming soldiers to determine eligibility for social services.

The greatest achievement to date has been the increased awareness of leaders at all levels of the need to improve the standard of living, the support services, and the treatment of the Army family. We are all thinking and working towards our commitments to the human goal.

Managers urged to check membership

WASHINGTON—The General Accounting Office report on military clubs and package stores noted that many clubs visited did not have adequate enforcement procedures to keep out unauthorized patrons.

Army club officials point out that club's appropriated fund support is based on the Army's position



LTG Robert G. Yerks,
Deputy Chief of Staff for
Personnel.

We can visualize the Army installation as a town or city. Many support services in this city—such as restaurants, shopping centers, grocery stores, auto service centers, and the like—are provided by business persons. Many of these business services are provided on installations as well, but on a “nonprofit” basis. Unlike the mayor, the commander is personally responsible for the establishment and continued maintenance and operation.

The installation does not benefit from local or state tax programs available to fund city services, such as social welfare and health programs. On the other hand, nonappropriated funds—essentially money which belongs to the soldier—help support Army morale, welfare, and recreation programs.

We must improve management techniques and systems. We will cut out the “deadwood” programs which no longer serve a useful purpose, and we will institute meaningful programs which serve the Army family.

Our commitment to the Army family has been made at the highest levels. We know that quality of life impacts on readiness and on attracting and retaining the quality soldiers today's Army needs. We've got to continue to “get better” in this vital arena, and through our efforts provide meaning to the slogan: “the Army takes of its own.”

One of General Yerks' prime responsibilities is the “human” side of the Army. Through The Adjutant General, General Yerks has jurisdiction over many of the personal and community life support programs which contribute to the “quality of life” in the Army, enhance individual professionalism, and make the Army a way of life—not just another job. AH

that clubs are established for the well-being and morale of the military member and their dependents and that use of club facilities is restricted to members and bona fide guests.

The officials urged Army Club managers to insure that the regulation (AR 230-60, Para. 4-1) is carefully compiled with to prevent unauthorized use. **AH**

Training

NRA seminars may be nearby

CHICAGO—The National Restaurant Association sponsors many seminars on various hospitality topics. Some of these may be near your installation, allowing club and community activities managers and employees to attend without expensive travel costs. The NRA seminars for the remainder of 1979 are listed below. You don't have to be a NRA member to attend. Registration forms and further information are available from the NRA Seminar Department. One IBM Plaza, Chicago, Ill. 60611, (312) 787-2525.

Accounting for the Non-Accountant

Oct 23 San Diego, Calif.

Bar Management

Oct 29-31 San Francisco, Calif.
Nov 26-28 Honolulu, Hawaii
Jan 14-18 (80) Phoenix, Ariz.

Basic Supervision 1

Oct 16 Elizabeth, N.J.
Oct 23 Austin, Texas
Nov 27 Chicago, Ill.
Dec 4 Williamsburg, Va.

Basic Supervision 2

Nov 13 Detroit, Mich.

Budgeting and Profit Planning

Oct 29 Boston, Mass.
Nov 14 Houston, Texas

Building Training Skills

Oct 2 Oklahoma City, Okla.
Oct 8 Toledo, Ohio
Oct 22 Dallas, Texas
Nov 5 Seattle, Wash.
Nov. 26 Claymont, Del.

NRA—Cornell University Management Workshop, Ithaca, N.Y.
October 22-23

Special Purchasing Workshop—Dec 3-5, Los Angeles, Calif.

Controlling Food Cost

Oct 2 Dallas, Texas
Oct. 8 Cherry Hill, N.J.
Oct. 15 Portland, Ore.
Oct 25 San Francisco, Calif.
Nov 5 Rochester, N.Y.
Nov 12 Phoenix, Ariz.
Nov. 26 Oklahoma City, Okla.

Controlling Labor Cost

Oct 2 Milwaukee, Wis.
Oct 4 Minneapolis, Minn.
Nov 13 Las Vegas, Nev.
Nov 15 Newport Beach, Calif.
Dec 4 Chicago, Ill.
Dec 6 Rochester, N.Y.

Creative Merchandising Techniques

Oct 9 Chicago, Ill.
Oct 22 Denver, Colo.
Nov 7 Dallas, Texas
Nov 14 Cincinnati, Ohio

Improving Communication Skills

Oct 11 Cleveland, Ohio
Oct 30 Boston, Mass.
Nov 5 Chicago, Ill.
Dec 6 San Francisco, Calif.

Profitable Public Relations

Oct 24 Chicago, Ill.
Nov 28 Cleveland, Ohio

Simplified Baking

Oct 10 Cleveland, Ohio
Nov 7 Orlando, Fla.
Nov 28 Cherry Hill, N.J.
Dec 5 Atlanta, Ga.

Soups and Sauces

Oct 18 King-of-Prussia, Pa.
Oct 23 Tampa, Fla.
Nov 8 Richmond, Va.

Super Salads

Oct 17 Dearborn, Mich.
Nov 28 Milwaukee, Wis.

Effective Employee Selection

Oct 11 Seattle, Wash.
Oct 15 Honolulu, Hawaii
Nov 5 Arlington, Va.

AH

ECMC feedback

FORT LAUDERDALE, FL—Over 50 percent of the attendees at the first 1979 Executive Club Management Course here have expressed determination to institute or to strengthen on-going club training programs for employees. And that's just one result of the Club and Community Activities Management Directorate, TAGCEN-sponsored course held June 4-29.

Other managers are now realizing the importance of layout and design in the clubs dining and production facilities, a shortcoming long noticed by many club members.

Course graduates said that they are now willing to try the "team concept" of service in the dining room, saying that it is faster, friendlier, and it doesn't hurt to give the member the feeling that he or she is being

pampered . . . and managers are looking at employee job descriptions more closely toward improving the quality of club personnel hired.

Another course outcome was that managers are learning that rising food costs can be stemmed by using menu clip-ons advertising lower-cost specialties. Speaking of new menu ideas, graduates report they're going to adopt the "taste-and-smell" (sampling by members of new menu items) concept so successful in a number of Florida restaurants and clubs.

Another idea from the course being implemented in a number of clubs is "smoking good drinks" in which dry ice is used to marvel the members. ECMC also gave impetus to several managers to take a new look at the way drinks are being prepared in their clubs . . . according to recipe and not the cheapest, easiest way. **AH**

USAREUR & CCAMD, teamwork contributes to successful CMC-USAREUR

MUNICH, W. GERMANY—The Club Management Course, normally taught at Fort Benjamin Harrison, Ind. temporarily moved to the Armed Forces Recreation Center's Columbia Hotel here to conduct its six-week course of instruction for 37 NCOs and four civilian club managers, most of whom were working in clubs but yet to be club-trained.

CPT (P) Robert Shooner, Course Director, attributed the Course's success to the support provided by the Columbia Hotel's staff managed by **Ernst Kienlein**, U.S. Army Europe and the Club and Community Activities Management Directorate, TAGCEN, European Regional Office.

37 NCOs were awarded the OOJ upon graduation from the Course and were provided the entire course of instruction "as if they had taken it at Fort Ben Harrison," said Shooner.

BG William G. O'Leksy, USAREUR Acting Deputy Chief of Staff for Personnel, opened the graduation by speaking on communication and management. The graduation address was given by **COL Lee C. Dickson**, CCAMD, TAGCEN Director who described the importance of clubs as focal points for Army community activities, the role of the manager in making things happen to satisfy members' needs and urged graduates to excel in their upcoming club management jobs.

The 1979 USAREUR Course was MOS producing, unlike previous Courses which did not award the OOJ to graduates, according to Shooner.

The students at this course "had the best attitude and highest morale" of any class he has taught, according to Shooner. "The students assumed leadership roles in different phases of the Course and the entire class contributed to the Course's success by assisting each other during the Course.

One student, **SSG Samuel Brooks, Jr.**, attended the Course while managing the Munich Community Club and hosting several Course functions.

Shooner said that the Course could not have been successful without the "teamwork" of the Army's Institute of Administration at Fort Benjamin Harrison, Ind., the USAREUR staff and the Club and Community Activities Management Directorate, TAGCEN.

"The Course was USAREUR-oriented," according



Quarters were somewhat cramped at times but students at the USAREUR CMC remained enthusiastic.

to Shooner who expressed appreciation to several supporting instructors from various USAREUR offices including: **MAJ Roger Sullivan**, Chief, NAF Central Procurement Activity, HQ USAREUR & 7th Army; **MAJ Daniel L. Rothberger**, Deputy Chief, U.S. Army Claims Service, Europe; **MSG Henry LaLuz**, 7th Medical Command; **SSG Gerlad Gentry, II**, Instructor, Alcohol & Drug Abuse Division, 7 ATC, Munich; **Richard Cullen**, Assistant Area Director, V Corps, USAREUR Class VI Agency; **Edward Gonzales**, NAF Staff Officer, NAF Branch, PBD, ODCSPER, HQ USAREUR & 7th Army; **Vincent Mahler**, Civilian Personnel Officer, Munich; **James Mayer**, Chief, Commercial Entertainment Activity, 1st Personnel Support Command; and **Audace Previti**, Personnel Staffing Specialist, Civilian Personnel Division, ODCSPER, HQ USAREUR and 7th Army.

Several CCAMD, TAGCEN, personnel provided instruction including **LTC (P) Paul Wise**, Chief of the Directorate's U.S. Regional Office; **LTC Richard Ross**, CCAMD, TAGCEN, European Regional Office Chief; **MAJ Jerry Hughes**, CCAMD, TAGCEN, ERO Chief of Training and Assistance; **Robert Fari-**

continued



Students prepare buffet during the food phase.

nella, CCAMD TAGCEN ERO Chief of Review and Analysis; **James McCrindle**, CCAMD, TAGCEN, ERO Team Chief; and **WO1 James Lancaster**, CCAMD, TAGCEN, ERO, Food and Beverage Specialist.

Course graduates and destinations are listed below:

SFC Gilbert G. Barbeau	Frankfurt
SSG Larry Eugene Beavers	Wiesbaden
Hugo Boettcher	Kaiserslautern
SSG Samuel D. Brooks, Jr.	Munich
SFC Raymond J. Burnett	Heidelberg
(class leader)	
SGT Wanda S. Burns	Ft. Knox, Ky.
SSG Edwin K. Cobb	Stuttgart
SSG Larry G. Davis	Nuernberg
SSG Terrence H. Edwards	Mainz
(distinguished graduate)	
SSG Billy J. Estes	Frankfurt
SFC Albert J. Flakes	Heilbronn
SSG Robert L. Harrison	Stuttgart
SSG Leon Harvey	Bremerhaven
SSG Loren E. Haugen	Schweinfurt
SSG James T. Henry	Kaiserslautern
SFC Lewis B. Hickman	Wuerzburg

SFC Herman W. Hughley	Aschaffenburg
SSG Gene R. Jackson	Mannheim
SGT JoAnne Jackson	Bremerhaven
SFC Edward L. Karabinus	Frankfurt
SFC Thaddeus S. Kwolek	Giessen
SSG Richard A. Maes	Kaiserslautern
SFC James Maynard	Schwaebisch Hall
Mr. Hall McDuffie	Giessen
SSG Quinnie S. Meadows	Bad Kreuznach
SGT Preston G. Nelson	Wuerzburg
SSG John K. Neseth	USEUCOM
SSG Robert J. Ross	Stuttgart
SSG Jerry J. Russell	Aschaffenburg
SSG Alvaro Schollianos-Cruz	Nuernberg
SSG Robert D. Smith	Giessen
SFC Ronald D. Steere	Darmstadt
SSG Billy Stepp	Ansbach
James A. Tartari	Roedelheim
SFC Paul R. Temposky	Bamberg
SFC Ruston G. Thompson	Heilbronn
SGT Wendy S. Truesdale	Stuttgart
SSG James O. Vanover	Mainz
Bennie L. Ward	Mainz
SSG Deborah Wilson	Wuerzburg AH

Motivation/self-esteem seen as crucial success factors

CHICAGO—Self-esteem, self-respect, and respect of others will enhance employee longevity and productivity along with increasing business, according to Professor Joseph Gregg.

Gregg, a consultant and expert in the hospitality industry talked further about the importance of employee self-concepts in the National Restaurant Association's NRA News.

"Nothing sinks in when you deal with people who think that their work is demeaning—no matter how technically skilled they may be," said Gregg as he urged managers to try to overcome the "negative attitude" about giving and receiving service.

Managers must—"psyche themselves up" to promote hospitality and trust employees, according to Gregg.

He suggested training in the form of consistent workshops and meetings where management allows employees to express gripes, solve problems, and offer ideas. These meetings, according to Gregg, make employees feel as part of the decision-making process and gives them a sense of control over their own future.

"It's crucial that employees understand the value of their job and that they don't see anything wrong with what they do," he added. AH

Increasing employee productivity

CHICAGO—An NRA Economic Report sums up the results of a recent USDA survey of twelve fast food operations, each with an annual dollar volume of over \$200,000. Based on their observations, USDA outlined two ways in which productivity gains might be achieved, using tighter work schedules based on production requirements.

The survey concludes that there are two ways to better productivity among employees:

1. Develop a professionally planned program for selecting, training, and motivating hourly personnel.
2. Design a training program for managers in projecting production requirements for personnel with

timely feedback information on the level of labor use and costs.

CMD's Training Brief No. 14—*Decreasing Labor Costs Through Efficient Scheduling*—provides the club manager with a format for implementing a training program which builds on the proper scheduling of employees. Managers should also refer to Management Supplements on Employee Turnover, Absenteeism, and Training for Profit for supplemental information about selecting and training hourly personnel. In addition, Training film No. 302—*The Supervisor . . . Motivating Through Insight*—provides an excellent vehicle for showing employees how they can be motivated through the dynamics of their own personalities. AH

First 1979 ECMC graduates

FORT LAUDERDALE, FL—30 students, including five officers, three warrant officers, 20 NCOs and two civilians, graduated from the first 1979 Executive Club Management Course at the Marina Bay Training facilities here. The course, conducted by Florida International University School of Hospitality Management is sponsored by the Club and Community Activities Management Directorate, The Adjutant General Center. Lasting four weeks, it provides advanced club management education for selected Army club system managers.



Pictured above are *graduates* (L to R): Row 1 Dr. Gerald Lattin (Dean, FIU School of Hospitality Management); LTC Vincent J. Land to Hanau W. Germany; CPT Hans R. Smetana rtn to CCAMD ERO; BG Robert M. Joyce (Deputy The Adjutant General, Guest Speaker); SFC Denis H. Smith to Stuttgart, Germany; SFC Charles J. Jones to Giesser, W. Germany; SFC Antony N. Zammarelli to Kaiserslautern, Germany; SGM Raymond A. Buckminster rtn to Mannheim W. Germany; SFC Keith W. Crosby rtn to CCAMD; Second Row: LTC Paul Wise (Chief, U.S. Regional Office, Guest Lecturer); MSG Marvin C. Gillenwaters rtn to Ft McPherson, Ga.; SFC (P) Paul F. Adams to Aberdeen Proving Ground, Md.; MAJ Roderick S. Mazzetti rtn to Fulda W. Germany; SFC (P) Frank C. Grosspietsch to Yongsan, Korea; SFC (P) Leon Duncan, to Fitzsimmons, Colo.; Urban Singleton, Jr. rtn to Ft. Devens, Mass.; WO1 Edward L. Hoover, to Ft. McNair, Wash. D.C.; SFC Robert J. Fischer rtn to Tooele AD, UT; MSG (P) Edward P. Majca rtn to Ft McNair, Wash., D.C.; SFC Charles A. Cato rtn to Ft Gordon, Ga.; Third Row MAJ Arpad A. Szurgyi to Taegu, Korea; SFC Joseph J. Skiba, Jr. to Stuttgart, Germany; WO1 James E. Crubaugh to Ft Wainwright, Alaska; SFC Gerald R. McLachlan rtn to EUCOM; SFC Robert J. Kunkle, to Hanau W. Germany; SFC Richard Trevino rtn to Ft Hood, Texas; WO1 Michael R. Flynn to Berlin, W. Germany; William L. Newton rtn to Ft Bragg, N.C.; SFC Chester A. Crum, Jr. rtn to CCAMD; SFC Joseph L. Meneghetti to Presidio SF, Calif. . Not pictured: MAJ Allan O. Haid rtn to Ft Stewart, Ga. **AH**

Club library

WASHINGTON—Hospitality and food service trade publications can provide information on new ideas, new products and equipment, and current trends in food and drink habits. Many of these publications are free and can augment your club's library which should already include a file of pertinent AR's and other club related directives.

These magazines are free for asking:

- *Restaurant Business*—633 Third Ave., NY, NY 10017
- *Restaurant Hospitality*—PO Box 91368, Cleveland, OH 44101
- *Cooking for Profit*—1202 South Park St., Madison, WI 53715
- *Institutions*—Computer Center, PO Box 5671, Denver, CO 80217
- *Military Clubs and Recreation*—1750 Old Meadow Rd., McLean, VA 22101 (Formerly Club Executive)
- *Club & Food Service*—P.O. Box 788, Lynbrook, NY 11563

Also, a few recommended hospitality related books

which the professional club manager would do well to have in the library are:

- **The Professional Chef**—Cahners Books, 221 Columbus Ave., Boston, MA 02110
- **Wenzel's Menu Maker**—Radio City Book Store, 324 W. 47th St., NY, NY 10036
- **Grossman's Guide to Wines**—Charles Scribner's Sons, 597 Fifth Ave., NY, NY 10017
- **Quantity Food Production** (Kotschevar)—McCutchan Publishing Corp., 2526 Grove St., Berkeley, CA 94704
- **Guide to Convenience Foods**—Patterson Publishing, 5 S. Wabash, Chicago, IL 60603
- **Art of Garde Manger**—Cahners Books, Inc., 221 Columbus Ave., Boston, MA 02116
- **Food Preparation for the Professional**—Canfield Press, 1700 Montgomery, SF, CA 94111
- **The Art of Carving**—Simon & Schuster—1230 Avenue of Americas, NY, NY 10020.
- **The Frozen Food Cookbook**—Radio City Book Store, 324 W. 47th St., NY, NY 10036
- **Profitable Restaurant Management**—Prentice Hall Inc., Book Distribution Center, Rt. 59 at Brook Hill Dr., West Nyack, NY 10994. **AH**

Profile

Annual operating statement profile for an NCO branch in CONUS with total revenue of \$1,859,369, with package store income and without dues:

Total Sales	1,543,789
Income from other activities	133,446
Cost of goods sold (% of total sales)	488,761 (32%)
Total Labor (% of total revenue)	696,990 (37.5%)
All other expenses	405,527
Dues income	-0-
All other income less PBB	32,868
Net income w/o PBB income	118,825
Share PBB net income	149,266
Net income (% of total revenue)	268,091 (17.4%)
Total revenue	1,859,369
Total food sales	200,058
% Food cost of goods sold	42.8%
% Food labor	52.2%
% Net income food	(1.1%)
Total bar sales	1,343,731
% Bar costs of goods sold	30.0%
% Bar labor	29.6%
% Net income bar	39.3%
Bingo revenue	48,177
% Bingo prize expense	72.4%
% Net income bingo	19.0%
Other service/recreation revenue	-0-
Net income (% of total revenue)	-0-
Administrative labor (% of total revenue)	10.3%
Central accounting office expense (% of total revenue)	2.4%
Civilian personnel office expense (% of total revenue)	1.0%
Administrative support branch expense (% of total revenue)	2.3%
Central procurement expense (% of total revenue)	-0-
Total overhead labor (% of total revenue)	16.0%
Club expense (% of Sales)	0.2%
Entertainment (% of Sales)	8.4%
Depreciation expense	65,449
Investments	338,439
Total current assets	509,928
Total assets	1,748,895
Total current liabilities	69,510
Long-term liabilities	-0-
Fund equity	1,679,385
Acid test/current ratio	6.9.1/7.3.1
Inventory turnover-warehouse/sales outlets	NA/1.7.1
#Employees	132
#Members	All NCO/ENL
#Annexes, including main club	9
Loans payable	-0-
Quarterly loan payment	-0-

AH

Beverages

Wine scorecard

WASHINGTON—Lancer's brand wine is stocked more by more military package stores in the US than any other wine, according to a recent survey, appearing in nearly 97 percent of the stores. Below is a listing of 11 other wines and their predominance in military package stores:

Brand of wine	Package stores which stock brand named	
	Number	Percent
Almaden	268	95.0
Christian Brothers	221	78.3
Gallo	273	96.7
Italian Swiss	249	88.3
Lancer's	273	96.7
Lejon	99	35.0
Mateus	263	93.3
Paul Masson	268	95.0
Taylor	221	78.3
Widmer's	33	11.7
Yago Sangria	216	76.7
Harvey's	244	86.7

AH

Beer scorecard

WASHINGTON—More military package stores in the US stock Miller beer than any other brand according to recent surveys. Listed below are the percent of 282 package stores surveyed that stock specified brands of beer.

Brand of beer	Package stores which stock brand named	
	Number	Percent
Budweiser	254	90.0
Coors	127	45.0
Hamm's	103	36.7
Heineken	188	66.7
Lowenbrau	226	80.0
Michelob	249	88.3
Millers	258	91.7
Pabst	230	81.7
Schlitz	249	88.3

AH

DOD ends surcharge on foreign liquor and wines

WASHINGTON—The requirement that a surcharge be imposed on foreign liquor and wines sold in overseas package stores was eliminated by a revision to DOD Directive 7060.3 titled *International Balance of Payments Program—Nonappropriated Fund Activities*, dated March 9, 1979.

The new directive eliminates the separate surcharges and now requires that the price for foreign beverages

Off-post transport of alcoholic beverages limited

WASHINGTON—Many states have laws that impose limits on the amount of packaged alcoholic beverages that may legally be transported into or through the state. Army package beverage store patrons are required to obey these state laws according to officials at the Club and Community Activities Management Directorate, TAGCEN.

Army package beverage stores are required to "conspicuously display" a sign which notifies patrons of the state's legal limitations, the officials said. Package beverage store managers are also urged to instruct employees to alert customers when purchases exceed the amount that they may legally transport off post.

Patrons exceeding the state limits are subject to fines and confiscation of the purchases. They are also jeopardizing the privilege of purchasing state and local tax-free alcoholic beverages.

The officials urge installation club managers to carefully comply with the provisions of the Army alcoholic beverage regulations 210-65's paragraphs 3-6c, 2-9c and 1-5c(3) which specifically address this issue and ensure that the regulation's spirit and intent is enforced. **AH**

Americans like cold wine

WASHINGTON—The thought of cold rose' might send chills up the spine of your typical wine connoisseur but according to a recent market analysis, most customers like their wine—whether red, rose' or white—cold.

It comes as no revelation, however, that wine is becoming more popular. It's popularity has increased more than 400 percent since 1960, with white wines consuming 40 percent of the market, red just behind at 38 percent and rose' at 22 percent. **AH**

sold in package stores be based on a mark-up no less than that applied to similar categories of U.S. merchandise, although the price need not exceed the local market price.

The old directive, dated April 12, 1971, required that no U.S. of foreign alcoholic beverages be sold for less than the delivered cost plus 15 percent.

Army regulations will be changed to implement the new directive at a later date. **AH**

Bar price complaints subside

CHICAGO—A Time magazine-sponsored trade survey, conducted by Clark Gavin Associates, Inc., has found that price increases instituted on top brands in the first half of CY 78 were accepted with unusual docility, according to Hotel and Motel Management magazine. The survey also found that the same man who pinches pennies at the package store seems less price conscious at a better-class hotel and motel or restaurant bar.

The magazine cited an average 11 percent boost in the price of a drink over the bar in the past ten years compared to a 90 percent increase in bar cost of goods. **AH**

Wine service—listen

Train your servers the dos and don'ts of wine merchandizing. These days, wine is being enjoyed on the same level as cocktails and therefore should be treated as such. Paying more attention to one who orders whiskey rather than wine is the same as being more attentive to one who orders steak rather than veal; bringing to the table an unchilled bottle of wine that should be chilled is as inexcusable as bringing a lukewarm martini.

Train your employees to listen. When a customer says he or she wants a bottle of wine before the meal, that's exactly when it should be served. When a customer says a bottle of wine is for him or herself, that's exactly where it should go. If customers want to share it, rest assured they'll ask for additional glasses. If he or she doesn't wish to share it, for whatever reason, that is the customer's choice.

Courtesy Food Service Marketing

AH

Seagrams tied at top

NEWYORK—For the first time in 17 years, Seagrams 7 Crown blend was tied at the top of the Liquor industry with Bacardi rum from Puerto Rico, according to Business Week Magazine.

At right are the top 58 sellers in the liquor industry according to Business Week:

Rank	Brand	Sales (thousands of cases)		Marketer	Type
		1978	1977		
1	Bacardi	6,200	5,000	Bacardi	Rum
	{ Seagram's 7 Crown	6,200	6,300 *	Seagram	Blend
3	Smirnoff	6,150	5,875	Heublein	Vodka
4	Seagram's VO	3,875	3,775	Seagram	Canadian
5	Canadian Club	3,675	3,650	Walker	Canadian
6	Jim Beam	2,750	2,675	Beam	Bourbon
7	J&B	2,650	2,525	Paddington	Scotch
8	Gordon's Gin	2,600	2,700	Renfield	Gin
8	Windsor Supreme	2,475	2,375	National	Canadian
10	Seagram's Gin	2,350	2,050	Seagram	Gin
11	Canadian Mist	2,300	2,000	Brown-Forman	Canadian
12	Popov	2,250	1,824	Heublein	Vodka
13	Gilbey's Gin	2,225	1,825	National	Gin
14	Dewar's	2,200	2,150	Schenley	Scotch
15	Cutty Sark	2,150	2,100	Buckingham	Scotch
16	Black Velvet	1,900	1,575	Heublein	Canadian
17	Jack Daniel's	1,875	1,525	Brown-Forman	Tennessee
18	Early Times	1,800	1,750	Brown-Forman	Bourbon
19	Kessler	1,725	1,800	Seagram	Blend
20	{ Ancient Age	1,675	1,775	Schenley	Bourbon
	{ Johnnie Walker Red	1,675	1,550	Somerset	Scotch
22	Gordon's Vodka	1,650	1,625	Renfield	Vodka
23	Christian Bros.	1,575	1,550	Fromm & Sichel	Brandy
24	Beefeater	1,550	1,425	Kobrand	Gin
25	{ Calvert Extra	1,475	1,600	Seagram	Blend
	{ Ten High	1,475	1,425	Walker	Bourbon
27	Gilbey's Vodka	1,400	1,350	National	Vodka
28	Fleischmann's Gin	1,375	1,350	Fleischmann	Gin
29	{ Imperial	1,175	1,225	Walker	Blend
	{ Wolf Schmidt	1,175	1,225	Seagram	Vodka
31	{ Kamchatka	1,150	1,000	National	Vodka
	{ Southern Comfort	1,150	1,025	Brown-Forman	Specialty
33	Kahlua	1,100	850	Walker	Specialty
34	{ Fleischmann's Pref'd.	1,075	1,175	Fleischmann	Blend
	{ Old Crow	1,075	1,050	National	Bourbon
36	{ Chivas Regal	1,050	1,000	Seagram	Scotch
	{ Old Grand-Dad	1,050	1,025	National	Bourbon
38	Lord Calvert Canadian	1,000	925	Seagram	Canadian
39	Crown Russe	875	950	Seagram	Vodka
40	Schenley Vodka	825	950	Schenley	Vodka
41	MacNaughton's	800	775	Schenley	Canadian
	Reiska	800	875	Heublein	Vodka
43	Old Charter	775	825	Schenley	Bourbon
	Old Forester	775	725	Brown-Forman	Bourbon
45	Old Taylor	675	725	National	Bourbon
	Ronrico	675	600	Seagram	Rum
47	Tanqueray	700	600*	Somerset	Gin
48	Inver House	625	600	Publicker	Scotch
49	Jose Cuervo	625	575	Heublein	Tequila
	Skol	625	500	Publicker	Vodka
51	Walker Vodka	600	525	Walker	Vodka
	Amaretto Di Saronno	600	—	Glenmore	Specialty
	Johnnie Walker Black	550	525*	Somerset	Scotch
53	Nikolai	550	600	Seagram	Vodka
	Crown Royal	550	500	Seagram	Canadian
	Castillo	525	—	Bacardi	Rum
	Canadian LTD	525	—	Fleischmann	Canadian
	J.W. Dant	525	600	Schenley	Bourbon

Data: BW survey and estimates of retail sales, rounded to nearest 25,000 mixed cases, based on data by Clark Gavin Associates, Inc.

*Revised figure

AH

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Don't open champagne with loud pop

LOS ANGELES—Opening a bottle of champagne with a loud pop is the mark of an amateur.

First you remove the wire, then holding the bottle in one hand at an angle point away from the body (and other bodies!), you keep the other hand lightly over the cork while twisting the bottle (never the cork) gently, allowing the pressure in the bottle to push up the cork. A great "Whoosh" is enough. This was the word of Phillippe Court, Managing Director of Champagne Taittinger, when he addressed the American and Canadian food writers at the newspaper food editors' conference in Dallas recently.

Mr. Court told food writers that champagne is an appropriate beverage any time of the day or night and that it goes with any food. A hostess doesn't need to be very "enological," he said to serve champagne, and she can serve it with only nuts and cheese, whereas, if she served cocktails instead, she must serve very expensive hors d'ouvres. He demonstrated

the superiority of the tall, slim flute or tulip glass over the outmoded saucer champagne. The tall glass concentrates bouquet and keeps bubbles longer.

Dr. A. Dinsmoor Webb, the new Chairman of the Department of Viticulture and Enology at the University of California, Davis, spoke of one introduction in the involvement of women in wine. Webb said that women are now buying nearly 60% of the wine sold in the United States, and women are begging to claim important places in the wine industry. There are women wine growers in this country as well as in Australia and Europe, he said and there is a growing list of women wine makers in California.

Women have sensitive palates and need only tasting experience to evaluate the flavors of wine, Dr. Webb said. He commented that women buy books on wine and read newspaper columns on wine and that hundreds of them enroll in the free wine study course offered by the wine institute.

Ice

ST. LOUIS, MO—Ice! Have you given yours much thought lately? Take a few minutes and do it—now—regardless of whether you'll be needing new ice machines soon or in a year or two.

Whether to lease or purchase, price, dependability, reliability of service, appearance of a unit perhaps . . . they're important. Don't overlook the other major factors, however.

For example, no matter what your present setup, you must decide whether the club is best suited to a point-of-use ice system or a central system.

The point-of-use system is one in which many machines are used at various locations—bars, kitchens, private party rooms, etc.

The central system is one in which a large ice machine or group of machines is located in one area.

The point-of-use is considered the better of the two, especially in larger clubs. It permits the user to have ice in the right place at the right time. While the

initial investment is higher than for a central system, labor costs for loading, hauling and unloading ice will be less.

Advantages of a central system are flexibility (flaked ice and various sizes of cubes can be produced at one location) and the opportunity in most cases to have larger production units.

You want an ice cube machine that will produce quality cubes; that is, cubes that are hard, pure, uniform in size, clear and slow melting. Slow-melting cubes won't dilute drinks. Pure, clear cubes will not contaminate drinks. Uniform size cubes guarantee each drink will have the same proportion of liquor to mix and permit free-pouring when desired.

You want an ice flaking unit that will produce hard, individual bits of flake ice that are suited to chilling glasses, building ice thrones for buffets or adding extra sparkle to drinks requiring flaked ice.

Consult with fellow club managers, suppliers and the TAGCEN Central NAF Procurement Office before making final decisions.

Courtesy Club Management Magazine.

Gillem NCO club renovated

FT GILLEM, GA—The NCO club here has reopened with an expanded ballroom and the addition of a cafeteria-style dining facility. The club's bar and main dining room are unchanged.

Post engineers did most of the work and club manager **B.E. Hampton** hosted more than 1,000 members and guests from the Atlanta area who ate and drank at the gala reopening ceremony.

It was a rewarding occasion for Hampton who retires in October after spending 13 years with the club

system. Hampton will be replaced by **SFC Richard Jarvis**, a 1978 Club Management Course graduate, currently working in the club system.

The Gillem club is an annex of the Fort McPherson NCO club branch.

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ment of the Army focal point for management of both the Morale Support Fund and Army Club Fund programs and sub-programs. NAF operating costs for the Directorate will be paid by the Army Morale Support Fund.



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Health foods may boost brunch

ROEDELHEIM, W. GERMANY—The Club and Community Activities Management Directorate's European Regional Office has an idea for managers who want to inject some life into their Sunday brunch offerings.

Offering more healthy foods could work at your club. Instead of all the unhealthy fattening stuff offered at your brunch like eggs benedict, crepes and fried potatoes, CCAMD assistance experts say that many members may prefer more healthy foods like wheat germ, prunes, toasted brown bread, honey, grapefruit, unsaturated margarine, lemon or herb tea, tigers milk or decaffeinated coffee, to name just a few.

Assistance people suggest that the health foods be placed on a separate well-marked table with attractive displays. A suggestion for a health menu appears at right. **AH**

Brings 30 years chef experience to club

FT ORD, CA—During the past three years, Chef **Thomas Rivera** has boosted the reputation of the officers' club to where it is considered one of the finest dining places on the Monterey peninsula.

On a Friday night, Rivera and his 40 employees consistently turn out fine food for over 1,000 club diners.

The quality of the food at the club is just as good if not better than top name area restaurants and Rivera says the prices are better, with a full-dinner costing \$8.95 at the club compared to \$12-15 at better off-post restaurants.

Rivera was recently awarded top-honors in his class at the Armed Forces Culinary School at Patuxent River Naval Air Station, the latest in a long line of culinary achievements. Rivera got an early start in the trade as he began working as an apprentice cook at the age of 10. He attended a professional chef school in Colorado from 1945-1948 and then worked as a chef and executive chef in California for 14 years. In 1962, he was hired as the executive chef at a local inn but the day he got the job, the place burned down. He worked as a chef for other California restaurants after the fire and ran a tavern for four years prior to being hired by the club in 1977.

Adapted from Fort Ord Panorama "Rivera runs area's largest restaurant". **AH**

FLARE

CHOOSE FROM THIS SPECIAL BREAKFAST MENU

A SELECTION OF NATURAL WHOLESOME FOODS RICH IN THE PROTEIN, VITAMINS AND MINERALS ESSENTIAL FOR YOUR DAILY REQUIREMENTS AND TO HELP KEEP YOU FIT



A Bowl Of Prunes

Low in Calories, rich in Vitamin A&B and an excellent laxative to start the day off right.

Shredded Wheat

Healthy source of Calories provide energy for the morning's work.

Toasted Brown Bread

Provides something for the stomach to bite on.

Honey

All the natural goodness of nature's own sweet'ner.



Half Fresh Grapefruit

Low in Calories, rich in Vitamin C and provides good roughage for healthy habits.

An Apple

Low in Calories, good for the digestive system, bad for the medics.

Pro-Life Margarine

"Unsaturated" to help lower the blood cholesterol to protect your "coronaries".

Lemon Tea

No milk to reduce calorie and fat intake. Lemon to help with the digestion of fat.

No-Caf. Coffee

Decaffeinated - tastes as good and helps to keep your head clear for the day ahead!

Design backlog

WASHINGTON—If you want facility design help, you'd better get your request in early. It currently takes about 60 days from the time a request is received for Club and Community Activities Management Directorate, TAGCEN design assistance to the time managers actually get help. **AH**

ARMY HOST

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